



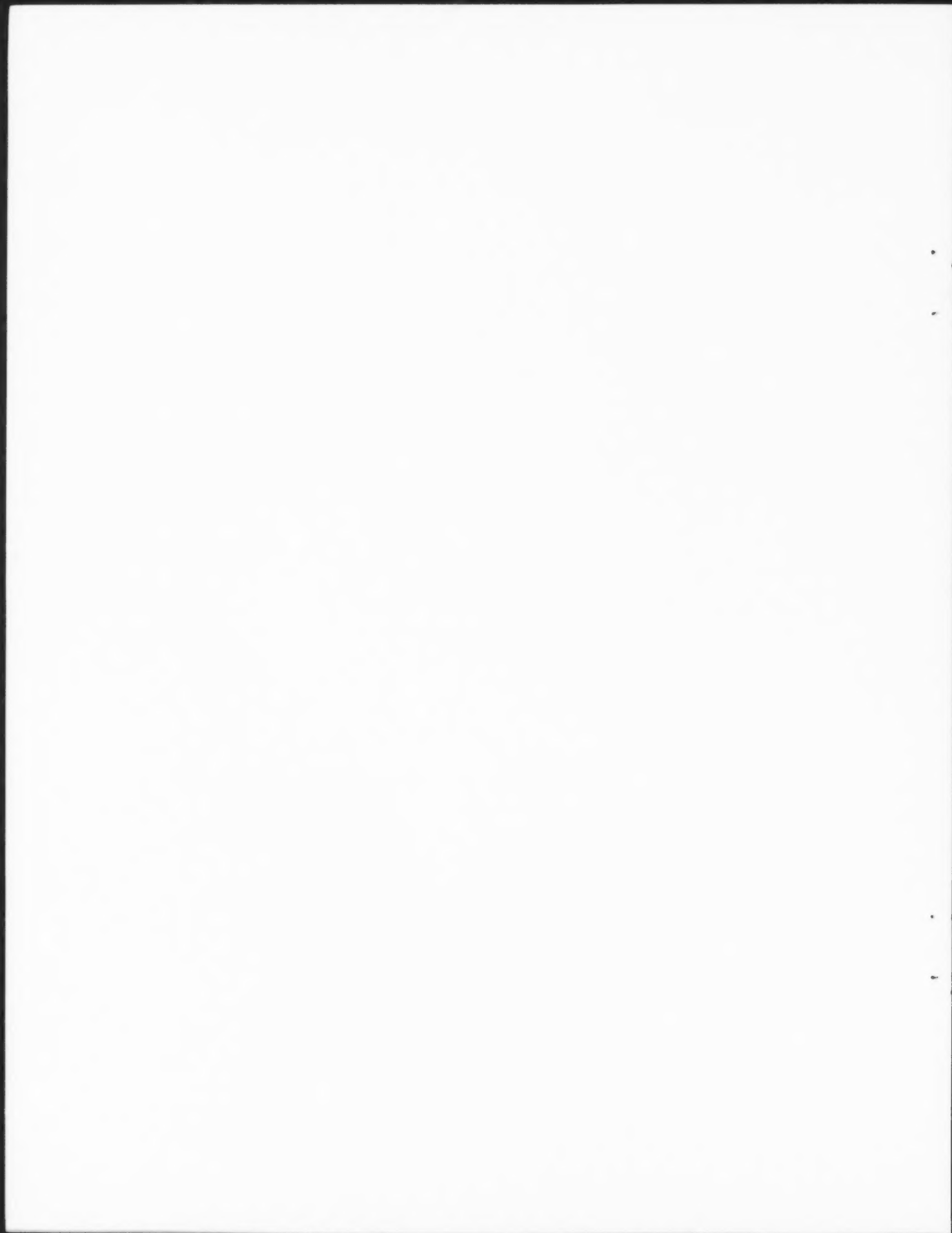
2006–2007

Saskatchewan

Provincial Budget

Performance Plan

Saskatchewan Northern Affairs



Minister's Message

I am pleased to introduce the 2006-07 Performance Plan for Saskatchewan Northern Affairs.

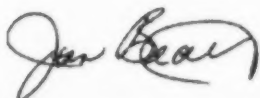
Northern Saskatchewan has a deep and rich history. First Nations and Métis people have lived on this land, and have provided us with a solid foundation upon which we can build a better future. Traditional activities, be they fishing or trapping, will continue to shape who we are as northerners. As we move forward, local wisdom and our deeply held traditional values must be respected.

The plan reflects this government's commitment to work with, and on behalf of, northerners as we continue to develop northern Saskatchewan. It is my privilege, and my responsibility, as Minister Responsible for Northern Affairs, to make good on this commitment. I look forward to working with all northerners to maximize the benefit realized by residents of northern Saskatchewan, as we develop the North's abundant resources.

I take great pride in the role this department plays in supporting all types of industry, from the traditional to the modern. Northern Affairs promotes tourism, forestry and primary production (commercial fishing, trapping and wild rice). At the same time, mining continues to expand in the North, with record levels of exploration and strong industry employment. Northern Affairs supports the mining industry from exploration to the decommissioning and long-term care of mine sites. Through development of a diverse range of economic opportunities, we are determined that northern families and communities can improve their quality of life.

Northern Affairs will focus on building capacity for northerners to direct their own development through training, job creation, management experience and entrepreneurship. Capacity building is a key component of the Roads to Prosperity program announced last year by the Premier. We continue to work with other departments to accomplish this goal. Consultation and co-operation are essential as we move forward.

I am committed to completing the key actions identified in our performance plan, and reporting on the Department's progress in July 2007.



Joan Beatty
Minister of Northern Affairs

Who We Are

MANDATE

The mandate of the Department is to promote the social and economic development of northern Saskatchewan communities in partnership with the federal government and northern communities by supporting regional development and development of businesses and industry, and co-ordinating government activities in the Northern Administration District (NAD) of Saskatchewan.

OVERALL RESPONSIBILITIES

- Lead the cross-governmental Northern Strategy and co-ordinate interdepartmental activities.
- Develop policies and advise departments on responses to initiatives and issues in the North.
- Deliver economic development programming and services in the Northern Administration District.
- Assist the development of key sectors of the northern economy (e.g., mining, forestry, tourism, fisheries), including leading special projects for economic development in the North.
- Broker and co-ordinate among departments, communities, and industry to resolve issues and to better capture northern opportunities.
- Provide integrated provincial government communications to northerners.
- Administer northern mineral surface leases.
- Manage the Northern Mines Monitoring Secretariat (NMMS) and Environmental Quality Committee (EQC) program that monitors northern uranium mining developments and operations.

PROGRAMS AND SERVICES DELIVERED

NORTHERN STRATEGY LEADERSHIP AND CO-ORDINATION

Includes co-ordinating, organizing, and providing logistical and administrative support to the Northern Strategy committees; monitoring on-going results; and, co-ordinating results reporting. Saskatchewan Northern Affairs (SNA) works with other departments and agencies with operations in the North, in advancing the Northern Strategy.

NORTHERN DEVELOPMENT ACCORD AND AGREEMENT

SNA plans and leads the delivery of investments under the Northern Development Agreement (NDA) on behalf of the provincial government, in conjunction with federal government and northern partners. Key service delivery partners for implementing the NDA are: (1) Tripartite Management Committee (TMC), which reviews recommendations and makes decisions on projects to be funded under the NDA; (2) Northern Development Board Corporation (NDBC), which administers the NDA; (3) federal government, which matches provincial funding through Western Diversification; and, (4) the six provincial departments that fund the \$10M provincial commitment for the five-year period ending 2006-07.

NORTHERN DEVELOPMENT FUND (NDF)

Through the NDF, the Department delivers economic development programs including financial supports and business development services to an average of 150 northerners annually. Financial supports include: commercial loans to northern businesses; primary production loans to trappers, commercial fishers, and wild rice growers; grants for marketing, research, and development; grants for organizational development and business skills training; grants to encourage and support youth entrepreneurship; and, financial support for Regional Development Corporations (RDCs). Key service delivery partners for the NDF are the RDCs, which support northern regional economic development and the Northern Review Board (NRB), which makes recommendations on loan applications under the NDF.

COMMERCIAL FISHING FREIGHT SUBSIDY AND PRICE SUPPORT PROGRAM

The Department provides financial support for the commercial fishing industry in northern Saskatchewan through two components – a freight subsidy and a price support mechanism. The freight subsidy, accessed by approximately 650 fishers, helps equalize transportation costs for fishers throughout the North. The price support mechanism compensates for reduced market prices or increased operating costs. The Department contracts the Freshwater Fish Marketing Corporation to administer the Commercial Fishing Freight Subsidy and Price Support Program to northern Saskatchewan commercial fishers who transport their fish to Winnipeg.

MINERAL SURFACE LEASE AGREEMENTS

SNA negotiates and administers Surface Lease Agreements for northern mines. The 13 agreements currently in place address socio-economic benefits provisions and land tenure environmental and occupational health and safety provisions, as co-ordinated with various provincial government departments and industry.

NORTHERN MINES MONITORING SECRETARIAT

The Department chairs the Northern Mines Monitoring Secretariat (NMMS), which provides technical support and advice to the Environmental Quality Committee (EQC). Key service delivery partners are the member federal and provincial government departments and agencies of the NMMS, along with the member communities of the EQC. The EQC provides effective northern community participation in monitoring the uranium industry and influencing decision-making about the industry. It also facilitates communications among northerners, industry, and government. Thirty-two communities (municipal and First Nations) are represented on the EQC.

REGIONAL PLANNING

SNA provides organizational, technical, and advisory support services to five Regional Development Corporations (RDCs), including their development of operating plans, budgets, and projects. SNA provides strategic and developmental assistance to economic sector associations, actively participates in interdepartmental and interagency forums representing economic and business development interests in northern Saskatchewan, and provides referrals to other programs and services.

BUSINESS SUPPORT SERVICES

SNA provides business support services to northern entrepreneurs, businesses, co-operatives, community development corporations and other organizations. These services include the identification and evaluation of business opportunities, business plan development, organizational development, management counseling, business skills training, and other advisory services.

CO-OPERATIVE DEVELOPMENT SUPPORT SERVICES

SNA provides co-operative support services to assist northern co-operatives in organization development, policies, planning, legislative compliance, project development, and key sector strategies. SNA provides support for the re-organization and revitalization of commercial fisheries co-operatives as part of the provincial fisheries strategy.

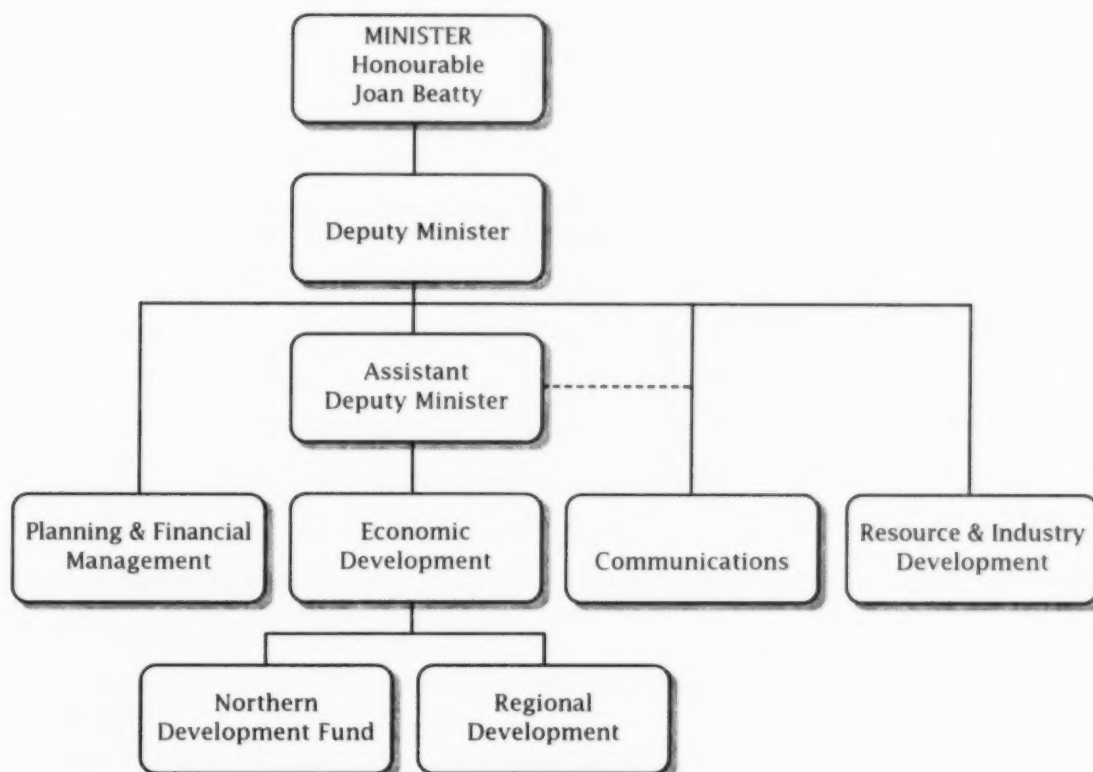
NORTHERN POLICY/PROGRAM ADVISORY, ADVOCACY AND COMMUNICATION SERVICES

SNA provides advice and assistance to other departments in the development of strategies, policies, plans, programs, and services to ensure northern interests are served and to advance goals under the Northern Strategy. SNA is involved in provincial cross-governmental and interdepartmental strategies and initiatives, including leading special projects related to the North. SNA also facilitates provincial government communications with northerners on various policy issues and provides communication on initiatives beyond the scope of the Department's core programs, including those undertaken by other departments.

STRUCTURE AND ORGANIZATION

SNA has a total staff complement of 43.0 full-time equivalents (FTEs). The Department has two permanent offices (La Ronge and Regina) and three field offices (Creighton, Buffalo Narrows, and Saskatoon).

SNA has five units: (1) Communications; (2) Northern Development Fund; (3) Planning and Financial Management; (4) Regional Development; and, (5) Resource and Industry Development.



Plan at a Glance

This plan builds on our plan released in March 2005 by updating actions to assist in tracking progress toward Departmental goals and objectives. The goals and objectives identified are multi-year in nature. By building on past accomplishments and bringing forward new initiatives, each objective outlines a series of key actions for the 2006-07 fiscal year that indicate how the objective will be met. The performance plan will continue to evolve as strategic planning, performance management, and reporting processes mature.

Saskatchewan Northern Affairs will report on actual, compared to planned, results in its 2006-07 Annual Report to be released in July 2007.

CONSULTATIONS WITH STAKEHOLDERS

Northern Affairs communicates on a regular basis with a number of key stakeholders to: (1) identify and gather input on their issues and concerns; (2) update them on the Department's activities; and, (3) keep up-to-date with recent/potential developments in the North. The Department's key stakeholders include northern boards, committees, communities, industry, and provincial/federal departments.

In developing its 2006-07 performance plan, Department consultations included:

- Uranium industry consultations continued via the Northern Mines Monitoring Secretariat/Environmental Quality Committee
- Ongoing consultations were held with the Department's major stakeholder committees, including:
 - ~ Northern Development Board Corporation
 - ~ Northern Review Board
 - ~ Regional Development Corporations
 - ~ Northwest Regional Development Council (NWRDC)
- The Department regularly participated in the Northern Municipal Roundtable, the Northern Labour Market Committee (NLMC) and the Northern Human Services Partnership (NHSP)

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- The Department also participated in meetings for the following northern organizations and committees, which represent a cross-section of northern sectors:

- ~ Saskatchewan Co-operative Fisheries Ltd.
- ~ Anglin Lake/La Ronge Natural Gas Committee
- ~ Saskatchewan Wild Rice Council
- ~ Saskatchewan Northern Trappers Association
- ~ Northern Forestry Officials' Meetings
- ~ Syndicated Lenders' Meeting

As outlined above, the Department places heavy emphasis on its relationships and continuing dialogue with northern stakeholders, and is committed to engaging these groups on a regular basis. Consultations with key stakeholders continue to inform and shape the Department's priorities and strategic direction. The consultations enable SNA to more meaningfully respond to the key issues and concerns raised by northerners.

OUR VISION

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

GOAL 1

Self-reliant residents and communities in the North

OBJECTIVE 1 – *Greater involvement of northerners in influencing decisions regarding northern development*

Performance Measures

- Percentage of representatives attending meetings
 - ~ Environmental Quality Committee
 - ~ Northern Review Board
 - ~ Northwest Regional Development Council
- Percentage of uranium mining provincial operating licence renewal applications that receive EQC input
- Number of northern stakeholder representatives on key Northern Affairs' committees

OBJECTIVE 2 – Northerners have access to financing, business and employment opportunities

Performance Measures

- Percentage of NDF budgeted funding utilized
 - ~ Loans
 - ~ Grants
- Number of estimated person-years of employment created or maintained through the assistance of the Northern Development Fund per \$100,000 loan funds provided overall
 - ~ Commercial loans
 - ~ Primary production loans
- Amount of federal/provincial/municipal government funding secured for co-operatives
- Number of fishers provided with subsidy payments
- Percentage of budgeted commercial fishing transportation subsidy utilized

GOAL 2

A viable and sustainable northern economy

OBJECTIVE 1 – Provide capital, business and infrastructure support in the North

Performance Measure

- NDA funding approved for projects per year (includes federal and provincial government funding)

OBJECTIVE 2 – Increased management and ownership of businesses by northerners

Performance Measure

- Percentage of northern businesses in NAD owned, in part or whole, by northerners

GOAL 3

Responsive and effective government in the North

OBJECTIVE 1 – *Strengthened communication of government activities related to economic development in the North*

Performance Measures

- Number of *Northern Focus* newsletters and weekly radio features
- Distribution of NMMS/EQC program insert in *Opportunity North* publication (measured as the number of copies distributed)
- Number of NMMS/EQC program school presentations related to uranium mining sector
 - ~ Number of schools visited
 - ~ Number of students participating

OBJECTIVE 2 – *Co-ordinated and transparent delivery of government services among government departments and northern partners in the NAD*

Performance Measure

- Number of Tripartite Management Committee (TMC) meetings held to advance the NDA

2006-07 Financial Overview

The Department's budget for 2006-07 is \$5.716 million. SNA's budget provides financial support for the initiatives in this plan, and focuses on further development of several programs specific to the North.

The following table gives a breakdown of SNA's 2006-07 budget:

2006-07 ESTIMATES	<i>(in thousands of dollars)</i>
Central Management and Services	\$ 1,384
Northern Strategy	618
Resource and Economic Development	3,707
Total Appropriation	\$ 5,709
Capital Acquisitions	-
Amortization	7
Total Expense	\$ 5,716
REVENUES	\$ 351
FTE Staff Complement	43.0

Major changes in SNA's budget from 2005-06 include an increase of \$200,000 and 2.0 FTEs for additional capacity and relationship-building staff and an increase of \$100,000 associated with an increase in small business and primary production loans provided to northerners through the Northern Development Fund.

Trends and Issues

BACKGROUND

SNA serves the Northern Administration District (NAD) (generally the area north of the 54th parallel). Geographically, the NAD represents about half of the Province, approximately 320 000 square km, and includes a variety of distinct regions based on geography, resource base, population, community, and business service development and human history. While challenges exist with limited infrastructure and lower levels of employment, education, and levels of income compared to the province as a whole, the resource-rich region holds many opportunities in mining and exploration, forestry expansion, and natural resource harvesting.

Approximately 36,600 people, or 3.6 per cent of the province's population, live in the NAD. The population is growing at a faster rate than the rest of the province, and is expected to continue to grow by 35 per cent over the next 15 years. Many northern socio-economic conditions differ from the rest of the province as a whole. The following chart compares several of the differences.

<i>TREND</i>	<i>NAD</i>	<i>Province</i>
Aboriginal population	84%	13%
Median age	22.1	38.8
Less than grade 12 education	45.5%	27.6%
Employment rate	41%	63.5%
Youth (15-24) in labour force	32%	65%
Median family income	\$ 27,323	\$ 49,264
Average life expectancy	71 yrs	78.4 yrs
Infant mortality (per 1,000 births)	16	8
Crimes per 100,000	54,482.5	14,378.2

(Sources: Census 2001 and Northern Saskatchewan Health Indicators Report 2004
Athabasca, Keewatin Yatthé and Mamawetan Churchill River Regional Health Authorities
Saskatchewan Health Population Health Unit)

The Department's performance plan addresses specific trends and issues influencing development in the NAD, as well as opportunities for potential development.

CAPACITY LEVELS

Education levels and skills are generally lower in the North compared to the rest of the province. To build the capacity of northerners (individuals/employees, business owners, board members, and community leaders), support and resources are required. SNA provides technical and advisory support to strengthen the capacity of key boards and committees.

EMPLOYMENT

The job creation rate has successfully kept pace with the growing population over 15 years. However, the low employment rate over the past ten years has remained constant. SNA must continue to work with key stakeholders in developing a viable and sustainable northern economy.

An aging national and provincial population and related skill shortages that may occur provide opportunities for the younger northern population to be further trained for job opportunities in the North and elsewhere in the province and Canada.

MAJOR ECONOMIC SECTORS

MINING

Mining continues to be a stable economic driver in Saskatchewan's North. Northern Saskatchewan is the largest uranium producer in the world, with more than 30 per cent of the world's natural uranium production. Three uranium mines, one copper-zinc mine (near completion), and one gold mine are in production. Saskatchewan's northern mining industry directly employs approximately 1,000 northerners, and, in 2004, purchased \$124 million in goods and services from northern suppliers and contractors.

The demand continues to grow globally, especially from China, for minerals produced in northern Saskatchewan (gold, uranium, and base metals). High demand and prices for uranium, gold, and copper have stimulated exploration in the region. Increased job growth is expected over the medium term, with job growth directly tied to the construction of the Cigar Lake uranium mine and any new investments. New mining opportunities may develop for rare earth minerals, limestone and silicone sands.

FORESTRY

The U.S. softwood lumber dispute that has hampered the forestry sectors has been offset slightly by the housing boom in the U.S. which has resulted in high demand for lumber, plywood, and oriented strand board (OSB). However, the housing boom is expected to ease somewhat in 2006. It is too early to predict the full impact of the closure of Weyerhaeuser's Prince Albert operation. Saskatchewan's forest export products increased to \$753.7 million (preliminary figure) in 2004, up \$160 million from 2003. Through the Northern Development Fund, SNA will continue to support the expansion of Saskatchewan's commercial forest sector and northerners' efforts to realize value-added processing and manufacturing opportunities. Attention will also continue to focus on the development of non-timber forest products through ongoing work with departments, organizations, and the private sector.

OIL AND GAS

The market price of oil and gas continues to remain high with no signs of abating. The Alberta Oil Sands near Fort McMurray, Alberta, is expected to double within the next 10 years, offering potential job opportunities for skilled workers. Completion of the Fort McMurray/Garson Lake road will have a positive impact by providing easier access to the northwestern Saskatchewan labour market. Additionally, with interest in oil from China and United States, northern Saskatchewan is positioned to be a location to explore for natural gas and oil sands.

TRADITIONAL RESOURCE HARVESTING

Traditional resource harvesting is a stable industry in the NAD. In 2003, the annual earnings for these products (commercial fishing, fur trapping and the collection of berries, mushrooms and other non-timber forest products) were \$8.6 million, and provided seasonal income for 4,000 people. In commercial fishing, the plans for a fish processing plant in Prince Albert have been developed; the Saskatchewan Cooperative Fisheries Limited continues to negotiate with Freshwater Fish Marketing Corporation to achieve a flexible marketing agreement to make the plant a viable option. Research and development of new, value-added products and markets to be competitive and gain market share is required in the resource harvesting industry.

TOURISM

The Northern Saskatchewan tourism industry has tremendous potential for growth, especially with the completion of the road connecting Garson Lake, Saskatchewan, and Fort McMurray, Alberta. The majority of tourism revenues and businesses in northern Saskatchewan are primarily related to fishing and hunting. Product diversification is critical to driving new growth and expanding the benefits of tourism to more communities and northern residents. To further capture tourism opportunities, in conjunction with Tourism Saskatchewan and other interested northern stakeholders, key activities will focus on the creation of a comprehensive northern tourism development strategy. This will provide a co-ordinated approach to tourism development, marketing, and training, and will build on regional plans through the consolidation of community tourism plans in selected areas.

OPPORTUNITIES

NORTHERN DEVELOPMENT ACCORD/AGREEMENT

The Northern Development Accord is an agreement between the federal and provincial governments and the Northern Development Board Corporation (NDBC), to work together to advance economic development in the NAD. The Northern Development Agreement (NDA), the first agreement signed under the Accord, reflects the contribution of \$10 million each by the federal and provincial governments to support capacity building and development of economic infrastructure in the NAD. The Accord provides an "open window" for additional northern development agreements to assist the realization of increased northern businesses, jobs and benefits in the North.

The current Northern Development Agreement is near the end of its term (February 2007); opportunities exist to renew and improve the agreement based on the lessons learned from the first Agreement. The Northern Development Board is a willing partner to commence preparation work with SNA and the federal government.

INFRASTRUCTURE

The NAD has remained behind southern Saskatchewan in addressing basic infrastructure needs. While the NAD has enjoyed some economic progress over the past decade, limited infrastructure continues to be a significant barrier to enhanced resource-based developments in the region. Key focal areas for sustained economic development include transportation, telecommunications and energy.

Significant Improvements will be made to road infrastructure in the North in the next few years through the Northern Economic Infrastructure Strategy, announced in December 2005, and led by the Department of Highways and Transportation. This \$65.5 million investment includes new roads, along with significant upgrading to existing roads. The Athabasca Seasonal Road will be upgraded to an all-season highway, while the road connector between Fort McMurray, Alberta and Garson Lake will be completed. The completion of the Garson Lake road will enable northern residents to participate in employment and business opportunities associated with the Alberta oil sands sector. Community access roads to Wollaston Lake and the south shore of Lake Athabasca (improving the link to Fond du Lac), have the potential to increase economic activity in tourism and non-timber forest products. Significant investments will also be made in upgrading existing economic corridors and community access roads throughout the North.

Broadband Internet access is currently being extended across the North, supported by SaskTel, federal programs and the Canada-Saskatchewan Northern Development Agreement. Cellular phone coverage has been improved in central and western regions of the NAD but remains poor or non-existent in north-eastern areas.

GLOBAL/NATIONAL TRENDS

Current global and national trends are making the North's natural resource base a main attraction and destination for potential investment opportunities. Global and national trends that are impacting the North include:

- continued economic growth in China, which is interested in obtaining various commodities and energy sources;
- global interest and high prices in many commodities (e.g., uranium, gold, rare earth minerals) has spurred large scale developments, increased production, and further exploration in northern Saskatchewan;
- soaring prices and continued demand for oil and gas will increase interest in natural gas and oil sands exploration in northern Saskatchewan;
- potential increased attention to the environment by China and other modernizing countries will create future opportunities to export green technology; and
- the United States-Canada softwood lumber dispute has hampered the Saskatchewan forestry industry, while the North American housing boom is forecast to ease somewhat in 2006.

ENVIRONMENTAL PRIORITIES

ABANDONED URANIUM MINES CLEAN-UP

In June 2005, the federal government announced its commitment to cost share the clean-up of abandoned uranium mine sites in northern Saskatchewan. In addition to benefits for the environment, the project will provide experience and expertise that can be applied to future mine site and environmental reclamation projects in Saskatchewan and across Canada. SNA will continue to support Saskatchewan's efforts in the clean-up of the uranium mine sites and to maximize northern involvement/benefits from the proposed project.

NORTHERN SASKATCHEWAN ENVIRONMENTAL QUALITY COMMITTEE

The Environmental Quality Committee (EQC) has recently begun its third, five-year mandate. The EQC, and its regional sub-committees, have proven effective in maintaining links from northern communities to government and industry with respect to northern mining operations. The EQC has also gained recognition federally with respect to its participation and independence in representing northern communities in environmental assessments related to uranium mining.

Changes from 2005-06 Performance Plan

The goals and objectives in the Department's 2006-07 Performance Plan remain unchanged from 2005-06. Key actions have been updated to reflect initiatives underway for 2006-07, and one measure has been removed.

Goals, Objectives, Actions and Measures

This section provides detailed information on our 2006-07 Performance Plan. A number of objectives have been established to support progress toward each broad goal statement. For each objective, SNA has identified a set of key actions and performance measures to assist tracking progress toward the objectives.

SNA's 2006-07 Performance Plan closely resembles its 2005-06 Performance Plan. First, many of SNA's key actions are core to its operations and ongoing in nature. Examples of ongoing key actions include: financial assistance from the NDF; administration of mineral surface lease agreements; transportation subsidy assistance to commercial fishers. Second, some key actions are multi-year in nature, such as the delivery of the NDA. SNA's annual report will describe more specific results in each of these areas. Finally, some of the key actions that were expected to be completed in 2005-06 are carried over to 2006-07.

A number of factors impact the Department's operating costs and performance results. Given the large geographic area covered by the Northern Administration District, the time and cost of travel involved to deliver programs and gather input from various Department stakeholders (e.g., Northern Development Review Board, Environmental Quality Committee) is significant and varies from year to year.

GOAL 1

Self-reliant residents and communities in the North

OBJECTIVE 1 – *Greater involvement of northerners in influencing decisions regarding northern development*

Opportunities exist to develop the northern economy. It is important that northerners are active participants, expressing their viewpoints and concerns regarding decisions that affect them, and ensuring developments reflect their needs and perspectives. Opportunities exist to build capacity so northerners become increasingly self-reliant and can more readily shape their own future.

The measures for this objective provide a good gauge of greater northerner involvement in northern development decisions. A measure that tracks northerners' *ability to influence* decisions regarding northern development is more difficult to develop; efforts will continue to be made in this area.

Key Actions for 2006-07

- Target and co-ordinate industry and federal/provincial regulator technical information sessions for volunteer EQC representatives to increase their understanding of continually-evolving technological and regulatory requirements in uranium mining.
- At the request of federal and provincial regulators, industry, and northerners, co-ordinate and facilitate public consultations with the EQC on proposed northern uranium mining developments and project operating approvals, including those related to new abandoned uranium mine/mill clean-up initiatives.
- Provide technical support and advice to SNA's northern economic development boards and committees to support informed decision-making (e.g., the Northern Review Board, Northwest Regional Development Council, regional development corporations and the Northern Development Board Corporation).

What are we measuring?

Percentage of representatives attending meetings

- Environmental Quality Committee (EQC)
- Northern Review Board (NRB)
- Northwest Regional Development Council (NWRDC)

Where are we starting from?

Committee or Board	2003-04	
	(baseline)	2004-05
EQC	77%	79%
NRB	64%	63%
NWRDC	74%	48%

[Source: Board/Committee records]

SNA's advisory committees were established to give northerners an opportunity to provide input into SNA's programming and developments in the North. The EQC acts as a communication bridge between northerners, government and the uranium industry. The Northern Review Board assists SNA with the implementation of the Northern Development Fund. The Northwest Regional Development Council serves as an advisory body to the Minister of Northern Affairs on regional development in the northwest side of the Province.

This measure indicates northerners' involvement in planning and decision-making processes, and may indirectly indicate their satisfaction with their contributions to the committee. SNA has a moderate level of influence over this measure. The Department has the ability to ensure the committees are operating smoothly and to provide opportunities for members to build their capacity. The North's vast geographic area (and associated travel costs and time) and committee members' competing priorities (work and family commitments) are factors that influence this measure.

What are we measuring?

Percentage of uranium mining provincial operating licence renewal applications that receive EQC input

Where are we starting from?

2002-03 (baseline): 100%

2003-04: 100%

2004-05: 100%

[Source: Northern Mines Monitoring Secretariat records]

The Province of Saskatchewan voluntarily requests the EQC to provide input into uranium operating license renewals by federal and provincial regulators. The measure demonstrates a growing recognition of the EQC as a valuable committee to provide feedback during these processes, thereby demonstrating increased northerner involvement. SNA has a moderate level of influence over this measure. SNA can advocate the EQC's involvement in these processes; however, SNA has limited control over the invitation extended to the EQC to provide input. Renewals take place as required, there is no set frequency.

What are we measuring?

Number of northern stakeholder representatives on key Northern Affairs' committees

Where are we starting from?

Complete results are presented in Appendix 1. A summary chart follows.

<i>Representatives on Committees</i>	<i>2002-03</i>	<i>2003-04</i>	<i>2004-05</i>
Northern Review Board (NRB)	6/9	7/9	9/9
Northern Development Board Corporation (NDBC)	12/12	12/12	10/12
Environmental Quality Committee (EQC) ¹	30/31	30/32	32/32
Northwest Regional Development Council (NWRDC)	11/15	15/15	12/15
Regional Development Corporations (RDCs)			
- Athabasca Economic Development and Training Corporation (AEDTC)	-	7/7	7/7
- Central Cree Economic Development Corporation (CCEDC)	-	6/6	6/6
- Creighton Regional Development Corporation (CRDC)	-	7/7	7/7
- Northeast Development Corporation (NEDA)	-	5/5	4/4
- Woodlands and Waterways Regional Development Corporation (WWRDC)	-	6/6	4/6 ²

(Source: Saskatchewan Northern Affairs)

¹ Communities still to identify individuals to represent it – resulting in vacant seats.

² WWRDC vacant positions will be filled to be more inclusive of other communities.

The number of key northern stakeholder groups represented by each key committee supported by SNA, broken down by community, region and/or stakeholder group (depending on what is appropriate).

SNA Key Committees:

- Northern Review Board
- Environmental Quality Committee
- Northern Development Board Corporation is registered as a non-profit corporation, and provides advice and recommendations on initiatives and priorities to achieve the vision and goals of the Northern Development Accord
- Regional Development Corporations undertake and support northern regional economic development, leading to self-reliance, and continuous development of northern organizations, leadership, planning and priority setting

SNA will identify gaps in stakeholder or regional representation on committees and work on filling these gaps. SNA's level of influence varies with each committee. In some cases, the communities nominate the representatives to sit on the committees. With the NRB, SNA appoints all members on the Board. There is a need to balance representation with efficiency of the committees' operations.

OBJECTIVE 2 – Northerners have access to financing, business and employment opportunities

Many northerners may face barriers that have the potential to impede their participation in the northern economy. This may include limited: mobility due to high transportation costs and the remoteness of communities; workplace experience and training; or credit history to apply for loans. With access to financial services, business advice and other similar programs, northerners have greater opportunities to better participate in the economy, leading to self-reliance.

SNA contributes directly to this objective through business advisory services and the Northern Development Fund (NDF) loan and grant program. Other lending agencies with offices in the North can positively impact the outcome of this objective as well.

SNA has identified a number of good output-based measures to gauge SNA's contribution to northerners' access to financing, business and employment opportunities. Areas to focus in the future include developing outcome-based measures to identify the effectiveness of programs to achieve the objective.

Key Actions for 2006-07

- Promote the development of northern capacity to take economic advantage of a growing range of environmental service projects in the North (i.e., abandoned uranium mine clean-up).
- Provide business and management consulting advice to potential NDF clients to support their business initiatives and help them acquire financing (*also contributes to Goal 2, Objective 2*).

- Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities and First Nations Bands and primary producers (fishing, trapping, wild rice) to stimulate business and economic development and entrepreneurship in the NAD (*also contributes to Goal 2, Objective 2*).
- Provide proactive "after care service" to NDF loan clients to increase the long-term success of NDF-funded business ventures (*also contributes to Goal 2, Objective 2*).
- Assist commercial fishers by providing transportation subsidies for hauling fish to processing plants.
- Conclude the program evaluation of the loan component of the NDF and implement the approved improvements to the program (*carry over from 2005-06*).
- Promote business development, entrepreneurship and employment to youth in the North by attending and/or supporting various forums such as job fairs and business conferences.
- Complete the program evaluation of the Northern Fish Transportation Subsidy and Price Support Program, and implement the approved improvements to the program (*carry over from 2005-06*).
- Continue to support the Saskatchewan Cooperative Fisheries Ltd. (SCFL) in their effort to establish and operationalize a fish processing facility in Prince Albert (*also contributes to Goal 2*).

What are we measuring?

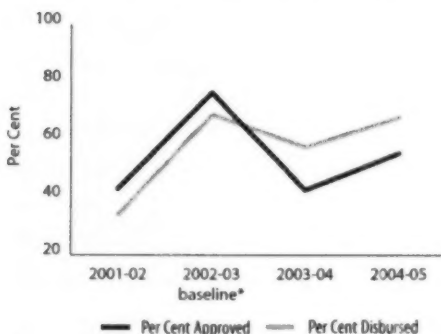
Percentage of NDF-budgeted funds utilized

- Loans
- Grants

Where are we starting from?

See graphs below.

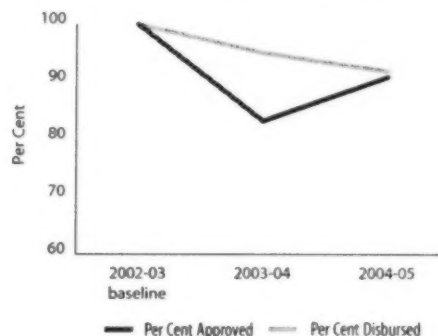
PERCENTAGE NDF-BUDGETED LOANS UTILIZED



[Source: Saskatchewan Northern Affairs]

* SNA's "2004-05 Performance Plan" indicated a baseline of 92 per cent. This value was based on 2003-04 NDF loan funds available rather than 2002-03 amounts, and has been corrected in the chart above.

PERCENTAGE NDF-BUDGETED GRANTS UTILIZED



The NDF loan program provides term commercial loans and primary production loans. Northerners who may have difficulties accessing funding through conventional lending agencies may benefit from the NDF.

The NDF also has a grant component for three priority areas:

- Marketing, Research and Development
- Organizational Development and Business Skills Training
- Youth Entrepreneurship

This measure shows the extent northerners are accessing the NDF loan and grant fund. SNA has a high level of influence over this measure by promoting the programs, directing business-consulting and primary production clients to the program and approving loans and grants. Factors that influence this measure include the number of applications received and the influence of global economic trends and issues on the northern economy.

What are we measuring?

Number of estimated person-years of employment created or maintained through the assistance of the Northern Development Fund per \$100,000 loan funds provided overall

- Commercial loans
- Primary production loans

Where are we starting from?

	Baseline Sept. 30, 2003	2003-04	2004-05
Commercial	6	5	10
Primary Production	16	18*	13.6

Primary Production Conversion Rates
(assumptions):

Wild rice: one job created/maintained =
0.25 person years of employment

Trapping: one job created/maintained =
7/12 person years of employment

Fishing: one job created/maintained =
0.5 person years of employment

* Corrected from "2003-04 Annual Report" to reflect seasonal
nature of primary industries

The NDF was created to support economic and business development in northern Saskatchewan. Term commercial loans are accessible by eligible northern businesses and entrepreneurs. The primary production loan program enables northerners to take part in traditional occupations in the wild rice, fishing and trapping industries. A "spin-off" to new business start-ups or expansions can include the creation of new jobs or maintenance of jobs that could be at risk.

This measure shows the NDF's potential to help northerners access employment opportunities related to small businesses and primary production industries. To take into account full-time, part-time and seasonal employment, person-years of employment is used. For the purpose of this measure, one person-year of employment is equal to: (a) one person who is employed full-time; or, (b) more than one person who works part-time or seasonally so that the total working time is equal to one person who is working full-time. A total of 1,950 hours per year is considered to be full-time employment.

This measure has two limitations. First, the measure is an estimate, based on information provided by NDF loan clients. Second, this measure combines both the estimated number of jobs created and maintained together.

SNA has a moderate level of influence over this measure. While the NDF has the potential to help northerners create and/or maintain jobs, SNA has less control over the actual jobs a business creates and whether or not these positions are filled by northerners.

What are we measuring?

Amount of federal/provincial/municipal government funding secured for co-operatives

Where are we starting from?

2002-03: \$0
2004-05: \$2,151,000*

* Tentative – funding approved in 2004-05 conditional on projects proceeding

SNA provides co-operative support services in organizational development, policy development, planning, legislative compliance, project development and key sector strategies. Through these services, SNA helps establish new co-operatives and secures the federal, provincial and municipal funding required. Co-operatives increase the ability of northerners to access funding that might not be readily available to individuals. This measure shows the amount of funding secured by co-operatives. SNA has moderate influence over this measure. Through advocacy, the Department can influence the funding provided to co-operatives. A factor influencing the measure is the interest in forming co-operatives.

What are we measuring?

Number of fishers provided with subsidy payments

Where are we starting from?

Year	FFMC ¹	Carlson Fish Products	Athabasca Distributing Ltd.
2002-03	697	61	N/A
2003-04*	721	88	N/A
2004-05	588	59	12

[Sources: Freshwater Fish Marketing Corporation and Saskatchewan Northern Affairs]

¹ Only fishers who qualify under "The Commercial Fishing Production Incentive Regulations" can receive the subsidy; the FFMC numbers in this chart may exceed the actual number of fishers who received the subsidy.

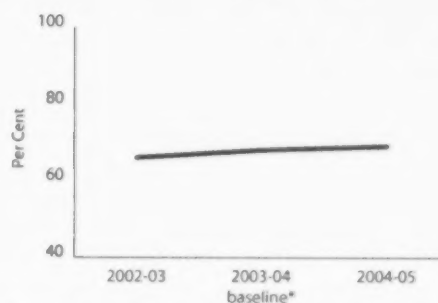
* Baseline; SNA's "2004-05 Performance Plan" estimated 500 fishers accessed the subsidy program in 2003-04. The baseline is adjusted based on actual numbers provided by FFMC plus subsidy disbursed through other agents.

The Commercial Fishing Freight Subsidy program helps to offset high transportation costs for fishers throughout the NAD. Without the subsidy, many fishers might not be able to transport fish to be processed. This measure shows the approximate number of commercial fishers who benefit from the subsidy and take part in the commercial fishing sector with the subsidization of high transportation costs. SNA has a high level of influence over this measure by annually setting subsidy rates and providing subsidies up to the budgeted amount. The Department has limited control over the number of individuals taking part in the fishing industry.

What are we measuring?

Percentage of budgeted commercial fishing transportation subsidy utilized

Where are we starting from?



[Sources: Freshwater Fish Marketing Corporation and Saskatchewan Northern Affairs]

* SNA's "2004-05 Performance Plan" indicated a baseline of 100 per cent. This value was based on program expenditures, and included a repayment made to FFMC for the 2004-05 fiscal year. The baseline has been corrected to reflect actual subsidy payments received by fishers.

This measure evaluates the demand on the fish transportation subsidy program and is related to the growth of the northern fishing industry. See above description of program.

SNA has a moderate level of influence over this performance measure by providing subsidies and establishing subsidy rates annually. The Department has limited control over the number of individuals taking part in the fishing industry and the quotas taken out of the lakes.

GOAL 2

A viable and sustainable northern economy

OBJECTIVE 1 – *Provide capital, business and infrastructure support in the North*

Capital, business and infrastructure support provides a foundation to help make the northern economy strong and sustainable. The development of economic enabling infrastructure (e.g., roads, energy and power) and the availability of financial resources better enable northerners to participate in the northern economy, and can stimulate more diverse employment options and increased local resilience to market fluctuations.

SNA contributes directly to this objective through actions and collaborative efforts with other provincial and federal departments, and northern boards and committees, and indirectly through advocating issues on behalf of northerners.

The Department has established a good output measure for this objective. The challenge remains to develop outcome measures to gauge effectiveness of capital, business and infrastructure support provided by the Department.

Key Actions for 2006-07

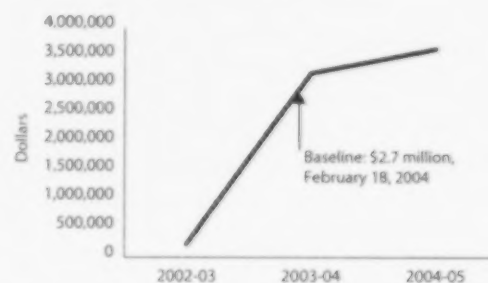
- Implement the \$19.5 million Canada-Saskatchewan investment, for advancing economic development and infrastructure, with four Primrose Lake communities impacted by the establishment of the Primrose Lake Air Weapons Range.
- Work with the Department of Highways and Transportation and northern stakeholders to maximize the social and economic benefits associated with implementation of the Northern Economic Infrastructure Strategy and the construction of the all-season road connector between Fort McMurray, Alberta, and Garson Lake, Saskatchewan.
- Plan and lead the co-ordinated delivery of investments under the NDA with provincial, federal and northern partners to develop large-scale, strategic projects leading to full commitment of funds before February 2007.
- Building on northern tourism planning models developed and piloted from 2003 to 2005, support the development of regional tourism plans, beginning in the northwest.
- Co-ordinate investor-northern partner discussions to identify and plan prospective northern development projects and strategic business alliances, focusing on mining, forestry, and tourism sectors.

- Work with northern organizations to plan and co-ordinate business forums for northern businesses, entrepreneurs and industry partners (*also applies to Goal 1, Objective 1*).
- Work with the Departments of Environment and Industry & Resources to assist northern value-added processing/manufacturing opportunities in the commercial forest sector, and to advise specific northern partners on capturing opportunities.
- Work with the Departments of Agriculture & Food and Environment in realizing increased value of production from non-timber forest products, including through the clarification of various permitting/approval requirements.
- With Saskatchewan Property Management (SPM), complete the evaluation of the Northern Procurement Policy and implement approved changes (*carry over from 2005-06*).

What are we measuring?

NDA funding approved for projects per year (includes federal and provincial government funding)*

Where are we starting from?



[Source: Saskatchewan Northern Affairs, NDA Reconciliation Spreadsheet]

* The data reflects NDA expenditures approved per year, rather than dispersed. Funds for approved projects may be dispersed in subsequent years until March 31, 2009, based on project implementation/progress. SNA's "2005-06 Performance Plan" reflects this change.

Under the NDA, the provincial and federal governments are contributing \$10 million each over five-years to support capacity building and economic infrastructure development in the NAD. This measure shows how much funding is provided under the Agreement. As one of many partners involved in administering the program, SNA has a moderate level of influence over this measure. Partners include the Northern Development Board Corporation, other provincial departments and the federal government. A factor influencing the measure is the number of applications that satisfy program eligibility requirements.

OBJECTIVE 2 – Increased management and ownership of businesses by northerners

The number of businesses in the NAD and the number of businesses owned by northerners are indicative of how strong the local economy is. The number of businesses owned and managed by northerners in the NAD is important to the long-term economic success of the region. Through ownership and operation of northern businesses, northerners are more actively involved in the local economy, work force and community. Keeping a greater portion of business revenues in the NAD encourages more spending locally and reinvestment in the community, which, in turn, fosters more resilient and diversified economies.

SNA has developed one measure to track increased ownership of businesses by northerners. However, some limitations exist with this measure, for example information is collected on a voluntary basis. The Department will work on developing a measure to determine the management of businesses in the NAD by northerners.

Key Actions for 2006-07

- Lead and co-ordinate the development of northern co-operatives to build northern capacity, access available resources, promote northern ownership of businesses and develop housing projects.
- Provide business and management consulting advice to potential NDF clients in order to support their business initiatives and acquire financing (*also contributes to Goal 1, Objective 2*).
- Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities, First Nations Bands, and primary producers (fishing, trapping, wild rice) to stimulate business and economic development and entrepreneurship in the NAD (*also contributes to Goal 1, Objective 2*).
- Provide proactive "after-care service" to NDF loan clients to increase the longevity and success of NDF-funded business ventures (*also contributes to Goal 1, Objective 2*).

What are we measuring?

Percentage of northern businesses in NAD owned, in part or whole, by northerners

Where are we starting from?

66%

[Source: Telephone survey to all businesses in the Northern Business Directory, June 2005]

A "northerner" is an individual who has lived in the NAD for 10 years or half of his or her life. This measure tracks the percentage of northerners that own businesses in the NAD.

The measure is based on voluntary entries in the *Northern Saskatchewan Business Directory*. The directory is updated on a regular basis. SNA has a low to moderate level of influence over the number of northerners owning businesses in the entire NAD, with influence only on businesses the Department has direct contact with through the NDF loan and grant programs and business consulting services.

Other lending agencies can positively impact this measure by providing financial services to northern businesses. Factors that influence this measure include demand for product; cost-competitiveness with products and services offered in larger communities outside the NAD; high costs associated with transporting goods; and global economic trends and issues impacting the northern economy.

GOAL 3

Responsive and effective government in the North

OBJECTIVE 1 – *Strengthened communication of government activities related to economic development in the North*

Through effective communications, northerners' awareness of economic development programs and services available to them will increase. With increased awareness of programs and services available to them, northerners can access and benefit from the programs. Effectively communicating existing government programs and services is important to their success. This is particularly important given the unique communication challenges in the North, including the use of three languages. For example, multiple modes of communication must be considered and tailored to the unique situations of different northern regions. A variety of communication tools are used in the North, including newsletters, radio and advertising.

The measures for this objective are output focused, and demonstrate the extent of communication activities. More work is required to cost-efficiently gauge the effectiveness of SNA's activities in increasing northerners' awareness or utilization of key programs and services available to them.

Key Actions for 2006-07

- Develop and implement a strategic communications plan that focuses on: increasing awareness of SNA's mandate, programs and strategic activities; improving communication with SNA's northern economic development boards, committees, stakeholders and partners; and improving provincial government communications to and with northern people to increase awareness and utilization of the broad range of provincial programs and services provided within the NAD.
- Continue to deliver NMMS communications to increase northerners' awareness of the uranium sector's current operating requirements and challenges (i.e., regulatory, human resource), and its future outlook.

What are we measuring?

Number of *Northern Focus* newsletters and weekly radio features

Where are we starting from?

Year	Newsletters	Radio Features
2002-03 (baseline)	2	30
2003-04	1	21
2004-05	1	34

SNA delivers several communication materials throughout northern Saskatchewan annually. The *Northern Focus* newsletters and radio features profile Provincial Government services available to northerners, in addition to activities and news events impacting northerners. The newsletter is widely distributed to all northern homes and businesses by Canada Post and to about 250 recipients in southern Saskatchewan for a total distribution of 8,000 per newsletter. The radio program can be accessed throughout the NAD.

SNA has a high level of influence to determine the number of communication initiatives it delivers annually. The newsletter and radio program are distributed throughout the NAD.

What are we measuring?

Distribution of NMMS/EQC program insert in *Opportunity North* publication (measured as the number of copies distributed)

Where are we starting from?

2002-03 (baseline): 45,000
2003-04: 45,000
2004-05: 49,000

The NMMS publishes a four-page insert in a private sector publication, *Opportunity North*, distributed to all households in the NAD five times a year. The insert provides public information respecting activities and developments in the northern uranium mining industry, and associated socio-economic and environmental topics. This measure shows the number of households provided with the publication and is directly related to strengthening communication of NMMS and EQC activities.

SNA has high level of control to determine the space it will purchase to produce a four-page insert. SNA has limited control over readership.

What are we measuring?**Where are we starting from?**

Number of NMMS/EQC program school presentations related to uranium development

2003-04
(baseline) 2004-05

- Number of schools visited
- Number of students participating

Number of schools visited	5	6
Number of students	153	250

SNA and Saskatchewan Environment (SE) deliver presentations to middle school and high school students to raise awareness of uranium development. This measure shows the number of schools and students impacted by the presentations. Through the presentations, students can increase their understanding of uranium developments and related issues/opportunities in the North.

The performance measure "number of northern radio broadcasts relating to uranium development" has been removed to reflect cancellation of "You Were Asking" radio broadcasts. To increase awareness relating to uranium development, the NMMS and EQC use various other communication vehicles (see key action above related to NMMS communications).

OBJECTIVE 2 – *Co-ordinated and transparent delivery of government services among government departments and northern partners in the North*

One of SNA's responsibilities is to improve planning and co-ordination of activities between provincial and federal government departments and northerners. Successful planning and co-ordination will increase the effectiveness of programs and initiatives, and will positively impact northern communities and residents.

The Department has one output measure for this objective, and is challenged to develop outcome measures that gauge the co-ordination and transparency of the delivery of government services among government departments and northern partners in the NAD. The Department will continue to work on developing more effective measures in this area.

Key Actions for 2006-07

- Support the implementation and management of the federal/provincial Agreement on the clean-up of abandoned uranium mines.
- Lead and manage Saskatchewan's contributions to, and participation in, the Northern Development Ministers Forum designed to advance cross-jurisdictional northern initiatives in selected priority areas. For 2006-07, the priority areas include: northern awareness enhancement, innovation, transportation, maximizing the economic and social impacts from major projects, and education, training, employment and knowledge.
- Advance government planning, co-ordination and communications under the Northern Strategy to be more inclusive of other government initiatives and strategies that impact the North.

- Continue to pursue opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development to advance areas of mutual socio-economic interests in the northern regions of Saskatchewan and Alberta (*carry over from 2005-06*).
- Negotiate and administer northern mineral surface lease agreements with industry to: (1) continue effective, efficient and co-ordinated government support for future development of the northern mineral sector; and, (2) reinforce provincial regulatory control in the areas of environmental protection and occupational health and safety of workers.
- Identify and advance, with colleague departments and agencies, further improvements to Saskatchewan's northern mining policy and procedural framework to encourage more investment in future developments and stimulate greater socio-economic benefits for northerners.
- Lead the development and implementation, with partner departments/agencies, of a co-ordinated Government of Saskatchewan corporate strategy to negotiate appropriate Canada-Saskatchewan response(s) regarding abandoned northern Saskatchewan uranium mines.
- Promote northern forest sector clients' and partners' increased appreciation/awareness of regulatory, policy and trade-based requirements and challenges surrounding the establishment and expansion of processing and manufacturing facilities.

What are we measuring?

Number of Tripartite Management Committee (TMC) meetings held to advance the NDA

Where are we starting from?

2003-04 (baseline): 3
2004-05: 6

The NDA involves many partners in its delivery. The TMC is the management body that oversees the NDA, and includes two representatives each from the Northern Development Board Corporation and the provincial and federal governments. The TMC also provides overall direction to the various subcommittees, including the technical and communications subcommittees. Frequent and effective communication between partners is required to ensure smooth delivery of projects under the Agreement. This measure relates to co-ordination efforts.

SNA, along with other co-chairs of the committees, have a high level of influence on this measure to collaboratively determine the number of times they meet.

For More Information

If you would like further information about Saskatchewan Northern Affairs, or would like to ask questions or provide comments on the performance plan, please contact:

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306-425-6669 or 1-866-663-4065

For further information relating to the Department's programs, please visit us on-line at:
<http://www.northern.gov.sk.ca>

Appendix 1

Performance Measure Matrices

NORTHERN REGIONS REPRESENTED ON NORTHERN REVIEW BOARD

	2002-03	2003-04	2004-05
Athabasca Region	1	1	1
Central Region	1	2	2
East Side	2	3	3
West Side	2	3	3

COMMUNITIES BY NORTHERN REGIONS (AS DEFINED FOR THE NORTHERN REVIEW BOARD)

ATHABASCA	CENTRAL	EAST	WEST	
Black Lake	Air Ronge	Creighton	Bear Creek	Green Lake
Camsell Portage	Brabant Lake	Cumberland House	Beauval	Ile-a-la-Crosse
Fond du Lac	Grandmother's Bay	Cumberland House	Black Point	Jans Bay
Stony Rapids	Hall Lake	Cree Nation	Buffalo Narrows	La Loche
Uranium City	Kinoosao	Denare Beach	Canoe Narrows	Michel Village
Wollaston Lake	La Ronge	Deschambault Lake	Cole Bay	Patuanak
	Missinipe	Pelican Narrows	Descharme Lake	Sled Lake
	Montreal Lake	Sandy Bay	Dillon	St. George's Hill
	Pinehouse	Sturgeon Landing	Dore Lake	Turnor Lake
	Southend		Garson Lake	
	Stanley Mission			
	Timber Bay			
	Weyakwin			

ORGANIZATIONS/ENTITIES REPRESENTED ON NORTHERN DEVELOPMENT BOARD CORPORATION

	2002-03	2003-04	2004-05 ^a
Saskatchewan Association of Northern Communities – New North	2	2	2
Métis Nation of Saskatchewan	4	4	4
Prince Albert Grand Council (PAGC)	2	2	2
Meadow Lake Tribal Council (MLTC)	2	2	2
Athabasca Economic Development and Training Corporation	2	2	2

^a As of March 31, 2005, two stakeholder groups are in the process of appointing new representatives to fill their vacant seats – MLTC – one vacant seat; PAGC – one vacant seat. The seats were filled for the majority of 2004-05.

NORTHERN COMMUNITIES REPRESENTED ON ENVIRONMENTAL QUALITY COMMITTEE

Chart includes only communities that qualify to be on the EQC committee as "impact communities" defined by each mine's Human Resource Development Agreements.

	2002-03 ⁵	2003-04 ⁶	2004-05
Air Ronge	1	1	1
Beauval	1	1	1
Black Lake First Nation	1		1
Brabant Lake	1	1	1
Buffalo Narrows	1	1	1
Camsell Portage	1	1	1
Cumberland House	1	1	1
Cumberland House Cree Nation	1		1
Denare Beach	1	1	1
Dillon (Buffalo River First Nation)	1	1	1
Fond du Lac First Nation	1	1	1
Green Lake	1	1	1
Ile-a-la-Crosse	1	1	1
Jans Bay	1	1	1
La Loche	1	1	1
Clearwater Dene First Nation		1	1
La Ronge	1	1	1
Lac La Ronge Indian Band	1	1	1
Michel Village	1	1	1
Montreal Lake First Nation	1	1	1
Patuanak	1	1	1
English River First Nation	1	1	1
Pinehouse	1	1	1
Sandy Bay	1	1	1
Peter Ballantyne Cree Nation	1	1	1
Southend		1	
Peter Ballantyne Cree Nation			1
St. George's Hill	1	1	1
Stony Rapids	1	1	1
Turnor Lake (Birch Narrows First Nation)	1	1	1
Uranium City	1	1	1
Weyakwin	1	1	1
Wollaston			
Hatchet Lake First Nation	1	1	1

⁵ In 2002-2003, the EQC had 31 member communities, but Southend did not have an individual to represent it.

⁶ In 2003-2004, the EQC had 32 member communities; two communities did not have individuals to represent them.

**NORTHERN COMMUNITIES ON THE NORTHWEST REGIONAL DEVELOPMENT COUNCIL
AND REGIONAL DEVELOPMENT CORPORATIONS**

	Northwest Regional Development Council			Athabasca Economic Development and Training Corporation		Central Cree Economic Development Corporation		Woodlands and Waterways Regional Development Corporation		Creighton Regional Development Corporation		Northeast Development Corporation	
	02-03	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05
Northwest Region													
Bear Creek													
Beauval		2	3	3									
Black Point													
Buffalo Narrows		1	3	2									
Canoe Narrows		1	1	1									
Cole Bay		1	1	1									
Descharme Lake													
Dillon (Buffalo River First Nation)													
Dore Lake													
Garson Lake													
Green Lake		1	1	1									
Ile-a-la-Crosse		2	2	1									
La Loche			2	1									
Clearwater River Dene Nation													
Michel Village		1											
Patuanak (English River First Nation)		1											
Pinehouse		1	1	1									
Sled Lake													
St. George's Hill													
Turnor Lake (Birch Narrows F.N.)			1	1									
Athabasca Region													
Black Lake First Nation					1	1							
Camsell Portage		1			1	1							
Fond du Lac First Nation		1			1	1							
Stony Rapids		1			1	1							
Uranium City		1			1	1							
Wollaston		1			1	1							
Hatchet Lake First Nation		1			1	1							
Montreal Lake Region													
Montreal Lake First Nation						2	2						
Timber Bay			2			2	2						
Weyakwin			2			2	2						

**NORTHERN COMMUNITIES ON THE NORTHWEST REGIONAL DEVELOPMENT COUNCIL
AND REGIONAL DEVELOPMENT CORPORATIONS (CONTINUED)**

	Northwest Regional Development Council			Athabasca Economic Development and Training Corporation		Central Cree Economic Development Corporation		Woodlands and Waterways Regional Development Corporation		Creighton Regional Development Corporation		Northeast Development Corporation	
	02-03	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05
La Ronge Region													
Air Ronge								3	2				
Brabant Lake													
Grandmother's Bay													
Hall Lake													
La Ronge								3	2				
Lac La Ronge Indian Band													
Missinipe													
Stanley Mission													
Creighton-Denare Beach Region													
Creighton										5 ¹	6		
Denare Beach													
Other parties										1 ⁶			
North East Region													
Cumberland House												1	
Cumberland House Cree Nation													
Deschambault Lake												1	1
Kinoosao													
Southend													
Pelican Narrows (Peter Ballantyne)										1	1	1	1
Pemican Portage												1	1
Sandy Bay												1	1
Sturgeon Landing													
TOTALS	11	15	12	7	7	6	6	6	4	7	7	5	4

¹ Creighton Regional Development Corporation also has two alternates from Creighton.

⁶ Corrected from SNA's "2003-04 Annual Report," which identifies Denare Beach with a member on the RDC.